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Conference Summary and Resource Guide

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Report Prepared By:
Office of Public Instruction
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Helena, Montana 59620
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Montana Council on
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Helena, Montana 59620

**Montana Council on
Vocational Education**

Dr. Jon Jourdonnais, Great Falls
Represents: Business

Duane Gebhardt, Cascade
Represents: Secondary Vo-Ed

Ralph O. Godtland, Butte
Represents: Industry

James Schultz, Lewistown
Represents: Secondary Vo-Ed

Senator George McCallum, Chairman, Plains
Represents: Small Business

Dr. Dennis Lerum, Missoula
Represents: Postsecondary Vocational Education

Dr. Robert Hokom, Miles City
Represents: Postsecondary Vocational Education

Patricia Kercher, Great Falls
Represents: Career Guidance and Counseling

Colonel Gordon Simmons, Missoula
Represents: Special Knowledge

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Glenn A. Roush, Cut Bank
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INTRODUCTION

Late in the summer of 1986, Montana was taking a very close look at the state of its economy. Almost simultaneously, an indepth analysis by Montana's Lee Newspapers and three major conferences revealed serious difficulties that must be reversed if the state is to regain its economic stability. It became clear that, among other potential solutions, a closer relationship between business and education must be established.

Business leaders have learned that a state's commitment to education is a reliable indicator of its support for economic growth. Recent research shows that the quality of public education, pre-school through post-graduate, is and will continue to be a primary measure of business climate attractiveness. While economic development used to depend on the things that minimize a manufacturer's cost—cheap labor, cheap land, anti-labor politics, low taxes or tax breaks, and attractive financial packaging—it is now focused on factors promising an increased quality of life. Employers are seeking out better educated and trained work forces, not cheaper ones. They prefer high quality university research, not lower expenditures on higher education.

Partnerships between business and education are the outgrowth, not of altruism, but of mutual needs. Education needs the experience and expertise of business and industry in order to provide relevant education and training. Business and industry rely on a quality school system to produce and nurture an educated populace.

Business + Education = Economic Development, A Statewide Conference

In response to a growing interest in school/business partnerships, the Office of Public Instruction and the Montana Council on Vocational Education hosted a state conference in September 1986. The purposes of the conference were:

1. To encourage the development of business-education partnerships.
2. To "showcase" present working examples of selected partnerships at the elementary, secondary and postsecondary level.
3. To bring together state, national and international decision makers to discuss the mechanics and long-range benefits of collaboration.
4. To provide information relative to the organization and operation of a variety of joint programs from Montana and around the nation.

From left to right: Superintendent of Public Instruction, Ed Argenbright; Akinori Shimotori, First Secretary, Embassy of Japan, and Assistant Superintendent for Vocational Education, Gene Christiaansen.



Conference Agenda

Wednesday, September 17, 1986

Welcome: State Superintendent Ed Argenbright
Senator George McCallum, Chairman
Montana Council on Vocational Education

Opening Remarks: Governor Ted Schwinden

Guest Speakers: Akinori Shimotori, First Secretary
Embassy of Japan
Washington, D.C.

Dr. William C. Merwin, President
Northern Montana College
Havre, Montana

William M. Oard, President
Modern Talking Picture Services, Inc.
St. Petersburg, Florida

Group Discussion with Guest Speakers

Luncheon Address: **The Long Term Job Market Outlook**
Dr. Marvin Cetron, President,
Forecasting International, Ltd.
Author of *Jobs of the Future* and *Schools of the Future*,
Arlington, Virginia

Panel Discussion: ***Partnerships Between Business and Education Promote Educational Excellence***

Dr. William C. Merwin, President
Northern Montana College

Mr. Rueben Flores, Regional Vice President
National Alliance of Business
Seattle, Washington

Dr. Paul DeLargy, Community Education Specialist
Institute of Community and Area Development
University of Georgia

Mayor Russ Ritter, City of Helena
Vice President for Carroll College Relations;
Chairman-Elect, Montana Chamber of Commerce Board

Mr. Dan Regan, Vice President
Montana Power Company
Butte

Moderator: Michael Pichette
Administrative Assistant
Office of the Governor

Panel Discussion: ***How Business/Education Cooperation Stimulates Economic Development***

Mr. Ron Garbarino, Project For People Program
Montana AFL-CIO, Butte

Mr. Randle Romney, Branch Manager
IBM, Helena

Mr. William Oard, President
Modern Talking Picture Services
St. Petersburg, Florida
(Publisher of *Pro-Education Magazine*)

Mr. Steve Huntington, Administrator
Office of Economic Analysis
Montana Department of Commerce

Mr. C. Russell Cravens, District Manager
Public Relations
Mountain Bell, Helena

Moderator: Dr. Dennis Lerum
Director
Missoula Vocational-Technical Center

Thursday, September 18, 1986

Guest Speaker: "Understanding the Real Reason for Partnerships in Education"
Dr. Donald M. Clark, President and Chief Executive Officer,
National Association for Industry/Education Cooperation,
Buffalo, New York

Luncheon Address: "Looking to the Year 2000"
Rueben A. Flores, Regional Vice President,
National Alliance of Business, Pacific Northwest Region,
Seattle, Washington

Showcase Sessions

(See page 16 for addresses of presenters)

Agencies in Partnership

JoAnne Erickson, Director, Adult and Community Education, Havre Public Schools, Havre, Montana; *Mike Fieldman*, Executive Director, District 4, Human Resources Development Council, Havre.

In rural communities, there may not be businesses with which education can form partnerships; however, all communities have a variety of agencies that provide services. Partnerships among agencies can provide community strength to improve communication and services, spread scarce resources further, and jointly solve community problems. Interagency collaboration confirms that together is better!

REAL Enterprises—Youth Operated School-based Development

Dr. Paul F. DeLargy, Director, REAL Enterprises, University of Georgia, Athens, Georgia.

The School-Based Development Enterprises (SBDE) functions both as a catalyst and an implementing agency for a broad range of needed reforms in education and community development. It is a logical process for integrating rural schools (and other schools) into the economic development of their communities.

The functions of an SBDE are to:

- own and operate businesses or provide services to other productive enterprises in a local community, primarily using students supervised by school faculty;
- generate or attract income-producing opportunities to the community;
- serve as a coordinator of local development efforts;
- train young people in entrepreneurial skills;
- stimulate the development of social services that respond to local needs, interests, and circumstances.

Bringing Vocational Students and Business Together—Lehigh Project

Stephen Denby, Senior Executive Officer, Vocational Industrial Clubs of America, Inc., Leesburg, Virginia.

This presentation focused on the use of the Vocational Industrial Clubs of America as a vehicle to bring business and industry leaders together with vocational students. The purpose of this project is to motivate vocational students by bringing local business and industry people into face-to-face contact and encouraging business involvement in vocational education. Through the establishment of a district office with a full-time executive, VICA coordinates the involvement of business in the classrooms, contests, awards and recognition programs, and attitudinal development training. This project was piloted in Lehigh Valley, Pennsylvania.

Customized Training and Economic Development Go Hand in Hand

William T. Newblom, Field Representative for Colorado FIRST and Regional Field Representative for State Board for Community Colleges and Occupational Education.

The presentation covered Colorado's experiences with the use of training to help attract new industry to economically depressed areas and to help industry with growth and expansion through job-specific customized training.

Selling Programs to Business and Industry

Dr. Mike Glenn, Assistant to the President, College of Southern Idaho, Twin Falls, Idaho; *Jerry Beck*, Director of Continuing Education, Special Programs, College of Southern Idaho, Twin Falls, Idaho.

Today's vocational educator must be an entrepreneur. Due to the rapid changes in technologies and the educational market, vocational leaders at all institutions must look at selling programs and services to industry.

This workshop came right to the heart of developing partnerships. Topics included such items as understanding business and industry; establishing an institutional commitment; developing a curriculum model; and implementing contracts that work.

Dr. Mike Glenn and Jerry Beck shared their secrets, processes, and procedures that have allowed them to gain many national and state program awards in working with business and industry.

Small Business Assistance Center

Cliff Olson, Director, Small Business Development Center, Missoula Vo-Tech Center, Missoula, Montana.

This presentation outlined the development of a small business assistance center through a vo-tech center. Mr. Olson described how the need was established and how the assistance is provided. Assistance includes classes, workshops, one-on-one counseling, small business management programs, and a computer lab for business applications.

Community T.V. and You

Harley Paulson, Community Education Director, Libby Public Schools, Libby, Montana.

Learn how you or other members of the community can use T.V. for education, entertainment, publicity, and the democratic exchange of ideas and information. Libby Community T.V. (LCTV) was established as a school/business partnership to encourage the development of public access to television. The organizational structure and staffing, funding, activities and accomplishments were outlined in enough detail to allow other interested communities to develop a similar T.V. opportunity. Development strategies and benefits to the partners were also covered from a pragmatic point of view.

PEP (Personal Economics Program)—Montana Bankers Association

Michelle L. Patterson, Director of Education, Montana Bankers Association, Helena, Montana; *Michael J. Dalton*, Executive Vice President, Valley Bank, Helena, Montana.

The Personal Economics Program is a volunteer effort—of bankers working with educators to supplement educational programs by making presentations on topics such as personal finance, banks and banking, and the financial system. PEP is a renewed effort on the part of commercial banks to encourage economic education in the most practical sense.

Working With General Motors

Russell Weik, College Coordinator, General Motors Training Center, Denver, Colorado.

This session explained the Automotive Services Education Program (ASEP), an associate degree automotive program designed to upgrade the technical competence and professional level of the incoming dealership technician. Mr. Weik discussed how to obtain GM components and vehicles for educational purposes, how to be included in training on the latest products at the GM remote training locations, and how to obtain the training reference manuals used in all GM classes.

Business/School Partnerships in Action

Louise Wasson, Ph.D., Career Ed/PIPE Consultant, Seattle Public Schools Occupational Education, Seattle, Washington.

The presentation described programs and services that can be initiated and maintained through a business/school partnership program. Many examples were from PIPE (Private Initiatives in Public Education), a collaborative effort of the Seattle School District and the Seattle Chamber of Commerce. The presentation covered the organization of the following partnership activities:

- internships in business
- individual school partnerships
- community resource bank
- community-based instruction
- guest lecturer programs
- career days
- curriculum enhancement

Customized Job Training Program

Jim Graham, Former Assistant Director, Butte Vo-Tech Center, Butte, Montana; Ronald Garbarino, Site Coordinator, Montana State AFL-CIO, Butte, Montana.

This presentation described the cooperation of business, government, education, Job Service and labor in sponsoring job training programs.

Safety in Logging: Working Together to Solve a Problem

Mr. Bud Clinch, Safety Director, Montana Logging Association, Kalispell, Montana; Mr. Jim Simpson, Logging Manager, Champion International Corp., Libby, Montana; Dr. Chuck Corrigan, Associate Dean, Flathead Valley Community College, Kalispell, Montana.

A program will begin in October to assess work practices of currently employed sawyers (timber fallers) and to provide on-the-job training for those whose practices and/or equipment need upgrading. A pre-service training program for new sawyers began in March to supply trained personnel for the 1987 job market. Representatives of a major lumber corporation, the association of logging contractors, and a local community college have joined forces to solve a safety training problem which threatens the future of the industry.

A Cooperative Respiratory Therapy Program

Leonard Bates, Director, Respiratory Therapy, Great Falls Vo-Tech, Great Falls, Montana.

The Great Falls Vo-Tech has developed a program which is helping to meet the needs of Montana's hospitals and businesses for Respiratory Therapists and Technicians. This program is successful only because of cooperation between a vo-tech center, a Catholic college and several hospitals and businesses.

Establishing a Business and Professional Development Program

Kathleen Hughes, Director, Community Education, Flathead Valley Community College, Kalispell, Montana; Charles Corrigan, Associate Dean, Occupational Education, Flathead Valley Community College, Kalispell, Montana.

This presentation emphasized the "how-to's" of starting a community college business and professional development program and explained the mutual benefits for both the college and the business community. Topics included contract training, short courses and seminars, and custom-designed programs. Sample formats for contracts, advertising, pricing, checklists and evaluations were provided. Emphasis was on procedures and guidelines for an effective program with business and industry.

Professional Theater and Curriculum Enrichment

John Hosking, President, Artistic Director; *Gwyn Jahnke*, Actor; *John Barsness*, Business Manager, Vigilante Players, Inc., Montana State University, Bozeman, Montana.

This session looked at the cooperation of the arts, humanities, and private business in the creation of programs which strengthen curriculums in participating schools. The Vigilante Players described their experience with combining funding sources which accomplish the goals of the agencies involved, the company, and schools in Montana. Current programs were outlined, and an excerpt from a play about domestic violence in rural families was read.

The Specialized Vocational Training Project: Partnership in Special Needs Vocational Education

Stephen White, Project Director, Specialized Vocational Training Project, Great Falls Vo-Tech Center, Great Falls, Montana.

The Specialized Vocational Training Project is a new approach to the old problem of unemployment and underemployment of the disabled. The process—born through the partnership of business, providing the knowledge of required vocational competencies needed to be successful in 10 entry level occupations and education, providing the monetary support, curriculum development, and personnel—has established a bridge between employers seeking trained workers and disabled students seeking realistic and permanent employment.

Aviation Education and Intern Program

John D. Jacob, Aviation Education Facilitator, Federal Aviation Administration, Cut Bank, Montana.

Mr. Jacob described the business/industry linkages internship program. He provided information about setting up a mentorship program in the schools. Program forms, a teacher-sponsor booklet, a mentor booklet, and an intern booklet were available. Mr. Jacob discussed the need for aviation education and presented a short film.

Business Week in Montana

Jim Hughes, District Staff Manager, Public Affairs for Mountain Bell, and President of Montana Council on Economic Education.

Held annually the last five years at Montana State University, Business Week is a week-long learning experience in which high school students, educators, business leaders and university professors join together to investigate our free enterprise system. It is a partnership effort of business, MSU, Council on Economic Education and the Office of Public Instruction, all cooperating to design and present the curriculum, handle logistics and secure funding. Each of the 250 annual participants attends on a full \$225 scholarship covering all program costs. The scholarships are provided by businesses, individuals and civic clubs from all over the state. Mr. Hughes made a slide tape presentation and discussed the benefits, both to students and to the businesses operating in the program. Mr. Hughes also explained the role of the Montana Council on Economic Education.

Excerpts From Welcoming Remarks by Governor Ted Schwinden

Business + Education = Economic Development

Your presence is an expression of a conviction I'm sure we all share: that the economic development Montanans want will be a prosperity born of good minds and skilled people doing work that is both challenging and rewarding. That prosperity requires a commitment to the kind of training and education that ultimately has to constitute an economic advantage for Montana businesses. Close cooperation is required between educators and business people, because together they will have to try to determine what skills we need in our work force and, once those needs are determined, we will have to design school programs that will teach those skills so that both the academic and the business community will be benefited. Schools will have to graduate students with better economic prospects and businesses would then be able to hire workers who require less training in order to reach the level of productivity we need to survive in an increasingly competitive global economy.



The examples that will be showcased in this conference and the ideas that you will generate and discuss will probably range from the controversial to the mundane and from the minute to the grandiose. I hope every school official is able to leave here at the end of the conference with at least one specific idea on how to begin to build a better partnership with the private sector. And I hope that every representative of the private sector who is here today is able to leave knowing that school officials in Montana are not only open to their suggestions, but willing to extend the hand of closer cooperation.

We all recognize that public education is much more than simply providing trained workers for our economy. Conference organizers have made no assumptions that the body of cultural, historical and scientific knowledge that schools impart to succeeding generations should be discarded or, I suspect, even altered significantly. What we are hoping, the joint sponsors of this conference, is that it will tie together the energy and resources of both education and of business and, in the process of pulling together that tremendous energy, stimulate a variety of efforts to help the people of this state chart their own economic future. I've never had any indication that Montanans want to do anything else but guide their own future.

We have had a number of recent forums on the Montana economy—most recently provided by the University System in Helena, and by a remarkable conference attended by over 100 business people from around the state, in Butte. We've had nationally recognized authorities, like David Birch and Neil Pierce, to stress that Montanans need to work together if, indeed, we are going to build our own future. Dr. Birch, a respected MIT researcher, spoke about the need for entrepreneurship in our state. That was ironic, I think, in a state which is so new in its history, and whose history was created by some of the most risk-taking entrepreneurs that the West has

seen—people who came here looking for homesteads, looking for gold: all entrepreneurs in the best sense. We need more people who are entrepreneurs, people who are willing to take risks, willing to invest in new ideas if we are to provide the climate that encourages growth and the jobs that we have to have in this state and in our region in the 21st Century.

The one arm of government that may be able to do something really tangible to meet that need is education. School partnerships with business, I think, are going to result in a growing number of young adults who are infused with entrepreneurial spirit as they see it working in their communities as they get the educational tools that make them appreciate their own chances. If we can do that, maybe we can get these students to fill the gap that people like Dr. Birch talk about.

Under the broad umbrella of "Build Montana," which got broad-based support in 1983, state government has instituted a range of innovative programs to improve the environment that greets potential entrepreneurs. We have business assistance, marketing feasibility, and venture capital programs that didn't exist here three or four years ago. Perhaps, in the long run, one of the most exciting things that has been done, even in a time of budgetary stress, was the 1985 approval by the legislature of our proposal for a Science and Technology Alliance: a coming together of state private sector resources with the academic community and the research tools that they have.

Neil Pierce, an editor of the *National Journal*, and a man who specializes in issues of state and local government, attended last week's university-sponsored forum. He said "Montana needs business leaders who will work with the University System to harness its enormous potential to help move the state forward." He recommended a partnership of government, education and business to provide the necessary leadership.

I look forward personally to hearing the ideas you will be discussing over the next two days. While it is unlikely that any one specific partnership that results from this conference will transform Montana overnight into an industrial Mecca or guarantee unprecedented prosperity, I think we can make progress. The widespread commitment to better schooling, better economic understanding and, most of all, an appreciation of the importance of cooperation, will be a critical step in creating the kind of future we in Montana would like to see.

Keynote Speaker

**Dr. Marvin Cetron, Author and President
of Forecasting International**

Montana has the sixth highest A.C.T. (American College Testing) scores in the United States, is seventh in graduation rate, and 13th in pupil/teacher ratio. But it was third from the bottom in teacher pay increases last year. Marvin Cetron, internationally respected forecaster, used these and other statistics in his September 17th address to illustrate the nature of the economic problems facing Montana. Last year, we had a population increase of 4.7 percent as compared to the U.S. average of 3.3 percent. On the other hand, we are far below the national average in rate of employment. Dr. Cetron's conclusion is that the quality of life in Montana attracts people to move here; but without jobs and sufficient wages, we will eventually lose our best people, and the brightest kids will go outside the state to find jobs.

By far the majority of jobs in the United States (85 percent going to 90 percent) come from small businesses. Of all 50 states, Montana is third from the bottom in small business starts, and last in the growth of new businesses. In Dr. Cetron's assessment, states showing the healthiest economic growth are those with a commitment to education, including high-tech vocational education, respectable salaries for teachers, and school-business partnerships.

In his book, *Schools of the Future*, published in 1985, Marvin Cetron discusses how American business and education can cooperate to save our schools and bolster the nation's economy. In his opinion, "...partnerships between business and schools will be a pervasive part of the daily operations in most school districts by the 21st Century." He summarizes the implications this way:

- Teacher certification requirements need to become more flexible to allow for experts outside of the educational structure to teach special classes. Educators will still review course content and evaluation procedures.
- Industry and business people will teach full- or part-time in the public schools. Schools will develop special programs to select those who will be best able to teach.
- Businesses will provide schools with equipment, personnel, and some funds—money paid for services.
- More business and professional people will take a greater interest in running for school boards and participating in other areas of school governance.
- Schools and businesses must specify their separate and mutual responsibilities in each new partnership to avoid frustration.
- Curriculum must be updated continually so schools can prepare students for newly created careers in business and industry.
- Schools will have to develop policies, programs, and facilities that will allow them to move into the area of retraining workers.



- If schools cannot immediately incorporate training programs, they will be able to use interactive cable to connect students to schools that can.
- Schools will increasingly be seen as full partners in any substantive community endeavors.
- Community coalitions will bring understanding and cohesiveness to school/business partnerships and other community efforts.
- Businesses will have to develop ways to cover for employees who are volunteering in schools, teaching or taking classes.
- Schools will need to ensure—and communities must demand—that education creates good citizens as well as good employees.
- School/business partnerships must overcome such real-world concerns as unemployment rates, the cost of equipment for education, the size of the community, and availability of business partners. The best hope is regionalizing—combining with other educational institutions, such as community colleges, and with other school districts, possibly through service agencies.

Featured Speakers

Akinori Shimotori, First Secretary, Embassy of Japan, Washington, D.C.

In February 1985 Japan's Council on Science Education and Industrial Education issued a report on the future of vocational education, and made two recommendations:

1. Since 94 percent of students go to senior high schools, these high schools need a more flexible curriculum.
2. We must teach students how to process information and use administration skills. These should be the core of vocational education.



William C. Merwin, President, Northern Montana College, Havre, Montana

The new locational criterion for business—what attracts businesses to a new area—is no longer a low tax structure, anti-labor legislation, tax incentives, and tax breaks. They are now interested in the quality of life, clean air and water, a good educational system, colleges and universities. They want computers and telecommunication systems at hand, and they want colleges and universities to train, retrain and retrain again the work force.

Higher education won't be able to do what's expected of it in the next ten years without strong linkages with the business community. Education will have to become more aggressive in creating linkages.



William M. Oard, President, Modern Talking Picture Services, Inc., St. Petersburg, Florida

We are now seeing a climate of considerable business interest in education, and a willingness to devote time and talent to it well beyond anything we've known in the past. But partnerships are not a substitute for adequate public funding. Their real value lies in new, previously unavailable opportunities for students. The most effective cooperation occurs locally where there is a permanent, recognized, operating body functioning as an industry/education council, staffed by a full-time person, and involving community leadership from business and education.

Major corporate partnerships conducted on a national scale, involving large corporations in improving the educational process include: Proctor and Gamble; Phillips Petroleum, Shell, AMOCO, EXXON, and Chevron oil companies; Edison Electric Institute; Pizza Hut; American Express; and IBM Corporation.

Donald M. Clark, President and Chief Executive Officer, National Association of Industry/Education Cooperation

School improvement cannot be carried out by educators alone. Developing a more responsive academic and vocational program in public/postsecondary education requires industry's direct participation in planning, curriculum development, inservice training of school personnel, upgrading instructional materials and equipment and improving efficiency in educational management.

For industry and education representatives to change the total school program, there must be a formal structure in place. In other words, establishing a broad-based mechanism, such as an industry-education council composed of area leaders from industry (business, labor, government and the professions) and public/postsecondary education, is the first step in a partnership directed at school improvement. An industry-education coordinator with an education background is the key staff component in the partnership.



Rueben A. Flores, Regional Vice President, National Alliance of Business, Seattle, Washington

We need to be particularly aware of the importance of doing a better job in the public schools to reach at-risk students, to keep them in school and see that they graduate with real, marketable skills. Business must realize its stake in education and training for young people, that it is in danger of not getting the workers it needs. Business must also realize what it can do to ensure that a trained work force is available.

Training and retraining already costs private industry some \$30 to \$40 billion a year. We need to build on this foundation to create an expanded public/private partnership that will take advantage of the resources of business, labor, education, and government employment and training programs. A closer integration of public and private training expertise and facilities would help assure workers that they will be able to acquire new skills and, if necessary, new careers. Such a program could greatly assist small business, which leads to the creation of new jobs but at the same time has limited capacity for training.



RESOURCES

Speakers and Panelists

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RESOURCES

School-Business Partnership Materials Available at the Office of Public Instruction (or can be purchased directly from address listed)

Books and Manuals

Merenda, Daniel W. and Hunt, Margaret. *Creating and Managing a Corporate School Volunteer Program: A Manual for Program Directors*. National School Volunteer Program, Inc., Suite 320, 701 North Fairfax Street, Alexandria, VA 22314 (\$50), 1983.

American Vocational Association, Inc. *Collaboration: Vocational Education and the Private Sector* (1984 Yearbook of the American Vocational Association). 2020 North 14th Street, Arlington, Va 22201 (\$12), 1984.

McNett, Ian E., ed. *Let's Not Reinvent the Wheel: Profiles of School/Business Collaboration*. Institute for Educational Leadership, 1001 Connecticut Ave., N.W., Suite 310, Washington, DC 20036 (Tilden Press), 1981.

Sockol, Richard and McClain, Thomas. *School/Business Partnerships: A Practitioner's Guide*. Institute for Governmental Services, University of Massachusetts, Amherst, MA 01003, 1978.

National School Public Relations Association. *Business-School Partnerships: A Plus For Kids* (Education USA Special Report), NSPRA, 1801 North Moore Street, Arlington, VA 22209 (\$11.95), 1980.

National School Volunteer Program, Inc. *Partners for the 80's: Business and Education*, 300 North Washington Street, Alexandria, VA 22314, 1981.

Ruffin, Santee C. Jr. *School-Business Partnerships: Why Not? (Laying the Foundation for Successful Programs)*. National Association of Secondary School Principals, 1904 Association Drive, Reston, VA 22091, 1983.

American Council of Life Insurance. *Company-School Collaboration: A Manual for Developing Successful Projects*. Education Services, ACLI, 1850 K Street, N.W., Washington, DC 20006, (free), no date.

Massachusetts Department of Education. *Creating School-Business Partnerships*, 1385 Hancock Street, Quincy, MA 02169, 1983. Note: Contains Massachusetts case studies and school partnership profiles. (Probably free of charge)

Schilit, Henrietta and Lacey, Richard. *The Private Sector Youth Connection, Volume 1: School to Work: A Planning Manual for Educators and Business People* (Reviews 55 tested school-business partnerships and how they did it). Unpublished? (Photocopied and sent to this office by the U.S. Department of Education.)

Council of State Governments. *Forging Links for a Productive Economy: Partnerships Among Government, Business and Education*. P.O. Box 11910, Lexington, KY 40578 (\$15). 1984. Note: The document is a transcript of speeches by presenters at a May 1984 meeting of the Economic Affairs Task Force of the Council of State Governments.

McClain, Thomas and Sockol, Richard. *Community Education/Work Collaboration: A Massachusetts Perspective*. Institute for Governmental Services, University of Massachusetts, Middlesex House, Amherst, MA 01003, 1978. (Includes summary descriptions.)

Nadler, Leonard. *Human Resource Development: The Perspective of Business and Industry*. ERIC Clearinghouse on Adult, Career and Vocational Education, Ohio State University, 1960 Kenny Road, Columbus, OH 43210. 1983.

Schilit, Henrietta and Lacey, Richard. *The Private Sector Youth Connection. Volume 1: School to Work. A Planning Manual for Educators and Business People*. Vocational Foundation, Inc., 44 E. 23rd Street, New York, NY 10010. (\$15), 1982. Note: Contains profile of 55 school/business partnerships: all urban, all high school level.

Tindall, Gugerty and Dougherty. *Partnerships in Business and Education*. Vocational Studies Center, School of Education, University of Wisconsin-Madison, 964 Educational Sciences Building, 1025 West Johnson Street, Madison, WI 53706. June 1984. Note: Contains description of 75 programs funded by JTPA for vocational education and training for handicapped youth.

Chamber of Commerce of the United States. *Business & Education: Partners for the Future*. 1615 H Street, N.W., Washington, DC 20062. (\$15). ("A resource publication for: Business/Chambers of Commerce/Education and Community Leaders.")

Articles, Bulletins, Papers

"Private Sector Initiatives in Education." *National Association of Secondary School Principals Bulletin*, April 1983, pages 1 through 51.

"Community Outreach." *Learning Trends*. Vol. 1, No. 5, (Alternative approaches to education), pages 4 through 8.

Paper: "Education and Economic Progress. Toward a National Education Policy: The Federal Role." Education Commission of the States, Task Force on Economic Growth, March 23, 1983.

Mann, Dale, "It's Up To You to Steer Those School/Business Partnerships," *American School Board Journal*, October 1984, pages 20 through 26.

Northwest Regional Educational Laboratory "Ideas for Action in Education and Work," November 1984. *Technological Literacy: What Industry Can Offer*. (List of ideas and resources)

Oregon Community Education Association Newsletter, *Ocean*, Vol. 12, No. 3, February 3, 1984: Special issue featuring "Business and Education in Partnership."

"Business and Education: Partners for Excellence. The Proceedings of Five Regional Conferences," April and May, 1984. Proceedings published by the Massachusetts Department of Education.

San Diego County Office of the Superintendent of Schools. "Ideas for Successful School-Business Partnerships." (Lists)

Gray, Sandra T. "How to Create a Successful School/Community Partnership," *Phi Delta Kappan*, February 1984, pages 405-409.

Danzberger, Jacqueline and Usdan, Michael. "Building Partnerships: The Atlanta Experience," *Phi Delta Kappan*, Feb. 1984, pages 393-396.

Timpane, Michael. "Business Has Rediscovered the Public Schools," *Phi Delta Kappan*, Feb. 1984, Pages 389-392.

Seeley, David S. "Educational Partnership and the Dilemmas of School Reform," *American Education*, January, February, 1983, pages 5 through 8.

Moran, Mary E. "Improving Schools Through Private Sector Partnerships," *American Education*, January, February, 1983, Pages 5 through 8.

"Directory of Corporate Non-Cash Contributions," *The Idea Bulletin*, National School Volunteer Program, March 1984: a compilation of corporations which provide non-monetary support to non-profit organizations (lists company's name, city, state and type of support).

"Commission '85. A Plan for Economic Development: New Linkages Between Business, Industry, Labor and the VTAE System." (Wisconsin state plan for economic development) Wisconsin Board of Vocational, Technical and Adult Education. June 1983.

Vocational Industrial Clubs of America. *Views on a Common Ground. Five Recommendations from Business for Vocational Education*. P.O. Box 3000, Leesburg, VA 22075.

"Vocational Education for the Nineteen Eighties and Nineties: Perspectives on the Issue of Governmental and Business Cooperation in Vocational Education." Statement by Michael D. Usdan, Institute for Educational Leadership, to the Subcommittee on Education, Arts and Humanities, Committee on Labor and Human Resources, U.S. Senate, February 24, 1983. (8 pages.)

"Adopt-A-School" projects: various material from state of Tennessee and from San Diego.

Miscellaneous (Video Tapes, Research, Training Materials)

"Partnerships in Education: Education Trends of the Future." U.S. Department of Education. National survey of partnerships in education. Survey results. 1984. (32 pages.)

News clips of Adopt-A-School Programs. VHS Video cassette. San Diego County Office of Education.

Chrispeels, Janet. "Educational Partnerships: Using Community Resources to Improve Schools." San Diego Center for Community Education. San Diego County Office of Education. April 1984. Workshop training guide. 42 pages. (Contains transparency originals and handout sheets.)

"Vocational Education and Business. A Working Partnership." Resource Kit from the American Vocational Association, 2020 North 14th Street, Arlington, VA 22201. (Contains slide presentation, promotional material.)

"Business/Education Cooperation." Information packet from the National Alliance of Business, 1015 15th Street, N.W., Washington, DC 20005. 1984. (Contains research, bibliography, project summaries, Job Training Partnership Act (JTPA) information.)

Additional Resources

A resource paper on business education partnerships from the Task Force on Education for Economic Growth, "How to Form Business-School Partnerships" by Lois Jackson is available for \$3.00 from the Education Commission of the States, 1860 Lincoln St., Suite 300, Denver, CO 80295 or order by phone at (303) 830-3820.

The National Alliance of Business (NAB) has an information packet on Business Education Cooperation which includes bulletins on projects, a bibliography, an overview of business and education partnerships and executive summaries of two reports from the National Commission for Employment Policy. These articles are "Becoming Partners: How Schools and Companies Meet Mutual Needs" and "Partnerships Between Corporations and Schools." Included as an option in the information packet is *The Private Sector Youth Connection*. The basic packet is \$27.50. For a copy, write NAB at 1015 15th Street, N.W., Washington, DC 20005 or call them at (202) 289-2910.

The American Council of Life Insurance has produced *Company-School Collaboration: A Manual for Developing Successful Projects*. This 56-page booklet describes how to establish company-school links, determine a company's role, work with administrators, work in the schools and evaluate and promote programs. Copies are available free of charge by writing the American Council of Life Insurance, 1850 K Street, N.W., Washington, DC 20006, or call them at (202) 862-4000.

Volunteer: The National Center for Citizen Involvement—An organization which networks information on volunteer efforts around the nation. A newsletter, *Volunteering*, is published. (See April 1983 issue for information about business-school linkage.) For more information, contact: Volunteer, P.O. Box 4197, Boulder, CO 80306.

Two policy reports on helping youth move from classroom to workplace and the role business and industry should play in that transition, are:

- *Giving Youth A Better Chance: Options for Education, Work and Service*, The Carnegie Council on Policy Studies in Higher Education (1979, 345 pages, \$13.95 prepaid from: Jossey-Bass Publishers, 433 California St., San Francisco, CA 94104).
- *The Transition of Youth to Adulthood: A Bridge Too Long*, National Commission on Youth (1980, 272 pages, \$22.50 hardcover and \$10.00 paperback prepaid from: Westview Press, 5500 Central Ave., Boulder, CO 80301).

Two detailed accounts of business involvement in education have been published by The Conference Board. They are:

- *Education in Industry* (1977, 97 pages, \$5.00 for associates and educational; \$15.00 for all others).
- *Educating Students for Work: Some Business Roles* (1980, 62 pages, \$5.00 for associates and educational; \$15.00 otherwise).

These reports are available from The Conference Board, Inc., 845 Third Ave., New York, NY 10022, or call them at (212) 759-0900.

Two interesting accounts of business and labor involvement in education are the transcripts of a series of Options in Education radio programs produced and broadcast by National Public Radio. These are: "Business Education," and "Education for and About Workers." They are available in either cassette or printed transcript form from: Options in Education, National Public Radio, 2025 M St., N.W., Washington, DC 20036.

Corporate Action in Public Schools is a manual for implementing a corporate released time program. It includes a needs assessment model, recruitment techniques, follow-through suggestions and program evaluation forms. 1978 (\$5.00)

"We Also Learn," is a 16mm film developed through AT&T Long Lines. It depicts corporate employees in action in the schools. Rental fee is \$25.00. Both items are available from San Francisco School Volunteers, 135 Van Ness Avenue, Room 20B, San Francisco, CA 94102.

Business-Industry Education Councils

The two major national organizations involved in establishing and maintaining business-industry-education councils at the local, regional and state level are the National Association for Industry-Education Cooperation (NAIEC) and the Work-Education Consortium of the National Institute for Work and Learning (NIWL). Materials and resources available from each include:

1. NAIEC: *Industry-Education Councils: A Handbook* (\$3.25); *How to Plan a Community Resources Workshop: A Handbook* (\$3.95); *Community Based Career Education Advisory Councils: A Mechanism for Local Collaborative Efforts* (a film, \$25.00 rental); *Independent Educational Management Audit: A System Approach* (\$5.95); *The Teachers Guide to Industry-Education Cooperation* (published six times a year, \$10.00 donation to become a member of the NAIEC National Clearinghouse); *A Guide for Evaluating Industry-Sponsored Educational Materials* (\$.25); *Journal of Industry Education Cooperation* (\$5.90 per year, published semi-monthly); and *NAIEC Newsletter*. Any or all of these publications can be obtained from the National Association for Industry-Education Cooperation, 235 Hendricks Blvd., Buffalo, NY 14226. Telephone (716) 834-7047.
2. NIWL: *The Boundless Resources: A Prospectus for an Education/Work Policy* (1975, 205 pages, \$4.95); *Industry-Education-Labor Collaboration: The Literature of Collaborative Councils* (1981, 143, pages, \$15.00); *Work-Education Councils: Profiles of Collaborative Efforts* (1979, 180 pages, \$10.00); and *The Work-Education Game*, a quarterly newsletter. Inquiries about NIWL work-education publications should be addressed to: Publications Office, National Institute for Work and Learning, 1200 18th Street, N.W., Suite 316, Washington, DC 20036. Telephone (202) 887-6800.

An Analysis by the Montana Council on Vocational Education

In reviewing the scope and outcome of the B + E = ED Conference, the MCVE Coordination and Communication Committee has determined that increasing attention is being devoted to the need for improved joint efforts between vocational education and various sectors of business and industry.

Participants attending this conference were provided information and resources allowing them to:

- identify the mutual benefits of partnerships;
- describe various types of partnerships;
- develop techniques for building a collaborative project;
- identify factors contributing to success; and
- develop an action plan for setting up a collaborative partnership.

The Coordination and Communication Committee was also able to identify significant benefits to vocational education through collaboration with business and industry such as:

- opportunities for staff development: upgrading and updating skills of vocational education instructors;
- exposure of students to state-of-the-art equipment and training methods;
- acquisition of modern equipment and instructional materials;
- technical assistance in course and curriculum development;
- support within the private sector for vocational education objectives; and
- new vocational offerings.

This conference provided a real opportunity for the Council to broaden the base of vocational education-industry partnerships in Montana. It helped meet a priority need to strengthen and expand the economic development of communities, develop human resources, increase productivity, and expand vocational education capabilities through a greater number of truly integrated vocational/industrial/business training programs.

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Montana Association for Adult & Community Education
Montana Bankers Association
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